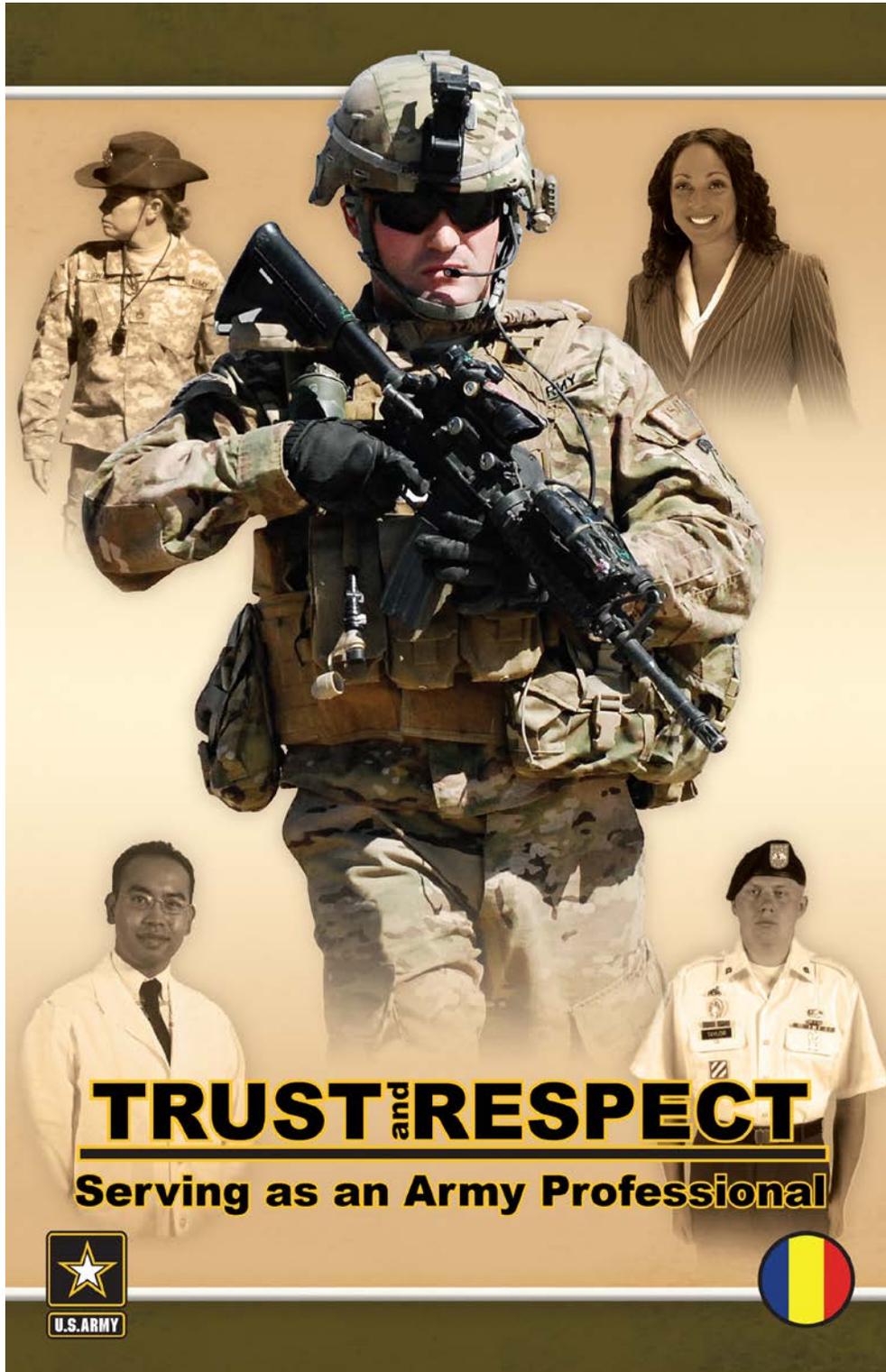


**The Effects of Sexual Harassment/Sexual Assault
on the Army Profession:
A Victim and Leader Perspective**



CASE STUDY VIDEO VIGNETTE: DISCUSSION GUIDE

For all members of the Army Profession

<http://cape.army.mil>

The Effects of Sexual Harassment/Sexual Assault on the Army Profession: A Victim and Leader Viewpoint

Table of Contents

1: Basic Concepts	p. 2
2: Facilitation: Best Practices	p. 2
3: Video Transcript	p. 3-7
4: Additional Resources.....	p. 8
5: Sample Discussion Questions.....	p. 9-12
6: AAR/Check on Learning.....	p. 13

BASIC CONCEPTS

- Watch the video and read the transcript prior to discussion.
- Review “Facilitation Best Practices.”
- See “Additional Resources” for more content.
- Think about a personal experience, story, or event which relates to the scenario and consider using this as a way to start the discussion.
- Present each part of the vignette and lead an open discussion which relates to desired learning outcomes. Listed below are “Sample Discussion Questions” to assist in facilitating the class.
- After watching and discussing each part of the story, identify the takeaways and discuss how each participant will apply this experience.

FACILITATION: BEST PRACTICES

The facilitator’s main role is to be a catalyst for conversation and learning about the topic at-hand. This video case study contains several rounds of discussion and ends with time to reflect on personal stories and vignettes that relate to the video.

Here are some key points to consider when preparing to facilitate a discussion:

- Let participants do most of the talking.
- The facilitator’s key role is to ask questions which spark thought and conversation.
- Ensure you engage everyone within your group and set the conditions for them to share thoughts openly. Do not let any one person or group of people dominate the conversation. Ask questions/opinions of the “quiet ones” to bring them into the group discussion.
- Have questions prepared for each round to drive the conversation. Ask open-ended questions and encourage participants to elaborate on their answers/thoughts.

You are the catalyst for conversation. Make sure you continue to ask questions that make your group dig deeper. For more information and guidelines on facilitating professional development discussions, visit the CAPE Website at <http://cape.army.mil>.

VIDEO TRANSCRIPT



Being a Statistic

What happened to me eighteen years ago was everything that you hear about when it comes to SHARP. Basically I was a statistic. I was, ah, nineteen years old. It was my first eighteen months in the Army. It was my first duty assignment. It happened on a Friday night, um, between the hours of two and five in the barracks by a fellow Soldier and, um, alcohol was involved. My incident, when it happened, a, a staff sergeant, who was the floor sergeant for my barracks, actually heard me screaming and came out and I told him what had happened. And he actually, in his boxer shorts, chased the perpetrator down the road about a block in the middle of Korean winter. Um, and then as soon as he came back, he got on the phone, the hallway phone, and called the MPs. Um, he also advised me, without any formal training, um, he advised me not to take a

shower, um, not to use the bathroom and um, that the MPs would be there soon to transport me to the hospital. And, ah, that's, that's exactly what happened.

Caring and Supportive Leaders Matter

There was not a lot of avenues to, um, to support a victim like there is now. There wasn't victim advocates. There wasn't a SHARP program. There weren't SARCS. So, my experience was very different than what Soldiers today, male or female, get when they're going through treatment as a victim of sexual assault. Ah, everything that I got really was mentorship. And so, it was really my organization that supported me and helped me through it. I got direct mentorship from my supervisors. And they really got involved and helped me get through the process and explained to me that, you know, there's gonna be a court-martial and there will be a process that you have to go through, but it will eventually end. And because alcohol was involved I was enrolled into the Army substance abuse program and had some counseling through them as well, as kind of an education process. And then really just talking about the incident, I was in a group setting where, um, other victims talked about their experiences and what happened to them. And I thought it was very, very worthwhile. It was really the people directly around me that still treated me like I was a valued member of the team. Ah, still gave me duties and responsibilities. Still held me to a standard, and still expected me to be a Soldier. And, and that was, honestly, the, the biggest help for me was knowing that in

spite of this, that I could still contribute to the team.

Maintain Standards and Discipline

I felt that because I was victimized, that I was, that there was a certain expectation of the people around me to treat me a certain way. And by saying that, I mean that I expected them to allow me to sleep in and not go to formation and to kind of do my own thing because I had this traumatic incident that happened to me. And while it was traumatic the best thing that they did and that any chain of command could do is to continue to hold your Soldiers accountable and hold them to the standard, the Army standard. Not whatever personal standard you have but the Army standard. And if you hold me to a different standard, then it becomes a slippery slope for other Soldiers in the organization. It affects the order and discipline. And as, as a young private, I didn't understand that. As a Command Sergeant Major I completely understand the importance of ensuring that good order and discipline and, and mission command and taking care of the organization as a whole is the most important process. And even if it means holding somebody accountable for their actions, whether or not they're a sexual assault victim, I think that that's very important for, for all organizations to understand.

Building Resilience

The advice that I would give to victims is report it and then trust the process. What CID can investigate are, are something entirely different. And while, they might not be able to get a perpetrator on sexual assault for, for instance, or rape, or

attempted rape, what they can get them on is something else. And because we can, we can add charges on that are different than what the civilian court can hold accountable as far as standards of conduct that we expect in our profession. So, I think the army does a very good job, um, from my experience. The army does a very good job and I've been a panel member for a court-martial, for a sexual assault case and I, obviously went through the sexual assault process as a victim in a court-martial. I believe in the process. I think it's very important that, that military justice prevails in this. And the reason that I say that is because, my perpetrator, for example, they were, they had many, many charges, ah, for him. They had assault; they had sexual assault, attempted rape. There's just a laundry list of charges. What they got him on in the end is because he broke into my room, was, unlawful entry. He got thirty days in jail, in a Korean jail, and he got a bad conduct discharge. So receiving a bad conduct discharge is something that will carry through the rest of your life and it will, um, keep you from being able to get certain positions. And even in a completely civilian sector there's many positions that he will never be able to do based on a bad conduct discharge. I kind of re-victimized myself over and over again by thinking that this isn't the outcome and I can't believe they didn't believe me. And it really, I, I turned it into something about me. I, I, when he was found not guilty of everything but that, but, everything but unlawful entry, I thought how can they not believe me? And so for my advice to, to victims would be don't make it about you. A prosecution has to prove beyond a reasonable doubt that what happened, happened. And it, nine times out

of ten, comes down to he said, she said. Nine times out of ten. That's just the way that it is. It's the nature of the beast with sexual assault. If you're victimized, you're going to be re-victimized in the process. It's just the way that it is. You're going to have to tell your story over and over again, and it will be grueling. And it will be ugly and it will not be comfortable. Um, but it's part of the process and you have to trust the process that the Army is gonna do the right thing. On some level, that military justice will prevail. And, and then, move on. Being able to have a fresh start and getting past it and starting my life over again, and, and having goals, and things that I wanted to accomplish. Going to college, going to drill sergeant school, going to Airborne school, having friends around me that supported me throughout, good or bad, was something that was very important to me. And so you have to find things that are positive in your life. And hang on to those things because it is, it is a very traumatic process.

Advice for Leaders – Support, Don't Smother

I've been able to use my, my prior experience as a victim by being able to take a step back and understand really what the victim is going through. I have had a couple of victims in my formation and um, really my experience has taught me that you don't smother, you don't surround. There's gonna be plenty of people to do that. As a command team it's really just to support. And whatever it is that that Soldier needs, um, provide them with it. Whether it's the chaplain, whether it's a counselor. It could be the military life, family life consultant. It could be, ah, it could be the victim advocate. It could be the, the SARC, the

brigade or installation SARC. It's really whatever that victim needs as far as support. You have to provide that to them. And then just leave them alone. Um, it's a lot to process. Leadership needs to understand that as a victim they need to do just take a step back. And so I've been able to really provide insight within, the battalion that you need to just give the victims what they need as far as support, and then just check on them every once in a while and make sure that they're doing alright. But if you can leave them in class, leave them in class. If you can, as much as possible, not to change their daily battle rhythm because it is very, very important that they still have some semblance of normalcy and that they feel like they're contributing to the force as a whole.

Trust and Stewardship

Your primary job is to take care of that Soldier. Um, whether they're the victim or the perpetrator, your primary job is to make sure that they still have professional development opportunities. That, while they may be flagged because they're under investigation, that you still take care of them. Give them responsibilities; give them something to do on daily basis. But most importantly, what you don't do as a company commander, squad leader, platoon leader, platoon sergeant or first sergeant, the, the one thing you never do is say, I don't believe you or I, I don't see how this happened, or you don't become the judge and, and the jury. There's a process for that. It goes to CID; it goes through the military justice system. And there's a panel that will decide whether or not that incident actually happened. What you worry about is the victim or the perpetrator and making sure that all their rights are

taken care of. At the end of the day, your, your entire process and your entire job as a senior leader or as any leader in the United States Army is to take care of Soldiers. And you have to remember that every single person in your formation could be a victim. They, they could be somebody that will one day be a garrison commander, a battalion commander, a battalion command sergeant-major who, at one time something happened to them and how they take care of Soldiers when they're going through the same incident is going to dictate, is going to shape how they're, how they take care of people in the future. How I was taken care of has shaped my ability to take care of Soldiers now in my formation when this, when this does happen. And so really it's an education process from, from the top down. It's, it's something that I consistently beat into my company leadership is that you don't need to worry about that. Take that process out of your mind and take care of that Soldier. Because that Soldier might one day be in charge of something. It might be somebody important and they're going to dictate how Soldiers are taken care of in the future based on what you do today.

Leader Tools

My battalion commander and I when we first took, ah, command of the battalion and the command positions that we're in currently, what we decided within the first, I believe it was the first two weeks, we decided, hey we need a battle rhythm. We put together a flow chart, A SHARP flow chart. And so regardless of who's on duty, it's at every single CQ desk, it's in the CQ office, and it's posted on our SHARP boards as well. So there's multiple places that that NCO that's on duty can go to. And if a Soldier comes up to them and says,

sergeant, I was sexually assaulted yesterday, last night, on the way back from the shoppette, whatever the case may be, that NCO can immediately go to the SHARP flow chart and look at what it is that they're supposed to do. Clearly if the victim came forward to this NCO, it's now unrestricted. So, we have a list of numbers that are called. There, there's the VA (victim advocate). There's the leadership. There's the brigade SARC, the installation SARC, CID. There's all of those numbers are already on there and it flows in a way that they know who do you call first. And so, that was something that we established. And it has, we've found that's it's been very, very helpful in, when, when a Soldier does come forward and say something happened to me, that they know immediately who to call.

Esprit de Corps

My advice to females that want to fit in to any organization where they're the minority, which is a lot, um, male dominated units and now some of the combat arms MOS's. When I was a junior E-5, I had just been promoted, probably three or four months and I was in an all male platoon. And it was very important for me that I fit in because I, A, I was a minority as a female and B they already had a bond and a team that I wasn't part of because I wasn't in the MOS. And so when I got to the platoon, there was a lot of things that I, I did put up with. Um, a lot of vulgar language, crude jokes, um, just really inappropriate language and conduct, um, on behalf of those, a lot of them were NCOs. And because I wanted to fit in, I, I never said anything because it was, it was important to me that I was one of the team. And I, I'm very, very aware that that is a

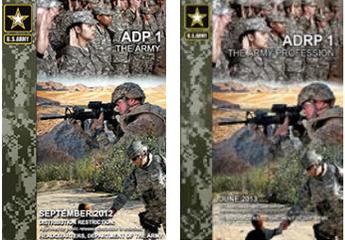
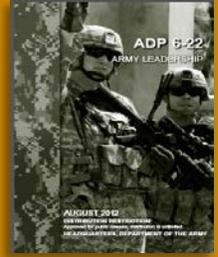
very uncomfortable position to be in for any female. My advice would be that you're going to be part of the team; you will be part of the team on your own merit. Be physically fit. Know your job. Know what you're supposed to do. Be at the right place at the right time, in the right uniform, and you will become part of that team. But you should never put yourself in a position where you're allowing people to say inappropriate things to you because it is a slippery slope. And it's one of those things that once you open up that gate, it's really, really hard to close it again. It's very hard six months down the line to put your foot down and say this is unacceptable, if you didn't say it at the beginning. Because then, really what, what that calls into question is your ability to stand up for yourself to your peers or to your superiors. And it also, it, it's hard to pull that back and to rein that back in. And that will immediately ostracize you from that team, as if down the line, you decide hey this is ina-, this is inappropriate. Whereas if you say it right out, as uncomfortable as it may be, and yeah, it's going to shut some of your peers down, some of your superiors down, but the bottom line is it's doing the right thing. And it's setting a condition for a work environment that says, this is unacceptable and I'm not going to be treated different just because I'm not the same gender as you. And once you do that, it will pay off in the end. But it, yes, will it be uncomfortable up front? Absolutely. But it's very important that you don't sacrifice your professionalism as, as a means to fit into a team.

Stewardship: Taking Care of our Future Leaders

My motivation to share my story was that somebody needs to talk about what the Army has done. And my perspective and my experience, um, was completely different than what you hear in the media and what you see on movies and on TV. It's, it's completely different. The Army took care of me and My chain of command took care of me. And I think that while this very horrible traumatic thing happened to me, look where I am today." I was able to overcome it and there's not enough stories that are being talked about. There's not enough former victims that are now battalion command sergeant-majors that can say, "Hey, this horrible thing happened to me, but I was able to overcome it through counseling and support of leadership and mentorship and development, and, and look where I am today."

ADDITIONAL RESOURCES

The following resources are available:

	<p><u>Center for the Army Profession and Ethic:</u></p> <p>Visit the CAPE Website: http://cape.army.mil</p>
	<p><u>In Doctrine ADP 1 (The Army) & ADRP 1 (The Army Profession):</u></p> <p>http://armypubs.army.mil/doctrine/DR_pubs/DR_a/pdf/adp1.pdf</p> <p>http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp1.pdf</p>
	<p><u>In Doctrine ADP 6-22 (Army Leadership):</u></p> <p>http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp622_new.pdf</p>
	<p><u>Army SHARP Program:</u></p> <p>http://www.sexualassault.army.mil/</p>

SAMPLE DISCUSSION QUESTIONS

“Being a Statistic”

[Watch “Being a Statistic” – 00:00 to 01:27]

1. What does it mean when CSM Guerra says, “I was a statistic”? How typical do you think her circumstances are? How does knowing the statistics and risk factors of sexual assault and harassment help you as a leader?
2. CSM Guerra mentions the fact that alcohol was involved in the incident. How do you think this may have contributed to the situation leading up to the assault and her credibility afterwards?
3. What do you think about the actions of the Duty (floor) NCO in this situation? What would you do in a similar situation? What do you want your leaders to know in a situation like this?

“Caring and Supportive Leaders Matter”

[Watch “Caring and Supportive Leaders Matter” – 01:27 to 03:01]

1. Describe what actions CSM Guerra’s unit took in supporting her through this incident. What role does unit leadership take in incidents like this? Imagine yourself as CSM Guerra’s leader, what would you have done to help her?
2. What factors and actions does CSM Guerra describe that helped her through this incident? Why are they important? Why does caring and supportive leadership matter?
3. CSM Guerra mentions that there were fewer resources available to sexual assault victims at the time of her incident. Why do you think her experience was different from victims of today, or is it?
4. Why is it important for victims to feel like they can still contribute to the organization?

“Maintain Standards and Discipline”

[Watch “Maintain Standards and Discipline” – 03:01 to 04:11]

1. CSM Guerra said that she had a certain expectation of how the unit was going to treat her. How should you treat a victim of a recent sexual assault/harassment? How does your unit do it now? Do you know the correct procedures (restricted vice unrestricted)?
2. What do you think of holding victims to the same standards and their normal duties during these types of incidents? How does treating victims differently from other Soldiers create a “slippery slope”?
3. Why is it important to take care of the organization during incidents like this? How does an organization suffer during these incidents and throughout the legal process? How would you balance taking care of the victim with taking care of the organization?

“Building Resilience”

[Watch “Building Resilience” – 04:11 to 07:27]

1. CSM Guerra discusses believing in the process. Why is it important that the military justice system operate to determine the guilt or innocence of the accused?
2. What happens if the military justice system fails to convict the accused? All are “innocent until proven guilty”. What are possible effects for the unit and the Soldier or civilian who made the allegations?
3. What techniques did CSM Guerra use to build resilience after this incident?
4. Why did she blame herself and “re-victimize” herself? Are those reactions typical of sexual assault victims?

“Advice for Leaders – Support Don’t Smother”

[Watch “Advice for Leaders – Support Don’t Smother” – 07:27 to 09:04]

1. CSM Guerra mentions that leaders do not “smother” or be overly protective of sexual assault victims. How do you find the right balance between supporting and excessive concern?
2. How does keeping a normal duty schedule help victims in their recovery?

3. What other advice can you offer to unit leaders in aiding sexual assault victims in rebounding from the experience? Do they need to assess whether the victim is now an “at risk” Soldier for suicide prevention?

“Trust and Stewardship”

[Watch “Trust and Stewardship” – 09:04 to 11:07]

1. Why is it important to treat both the victim and the accused perpetrator with dignity and respect? How do you guard against their mistreatment during the investigation and legal process? How do you take care of both without showing favoritism to one or the other?
2. What does it mean to take care of Soldiers/civilians? Is this our only concern as leaders? What are some examples of how we demonstrate that we are caring for our fellow Army professionals?
3. How does CSM Guerra view stewardship? Why is stewardship important to the future of our Army Profession?

“Leader Tools”

[Watch “Leader Tools” – 11:07 to 12:27]

1. CSM Guerra and her commander use a flow chart. What other ways are there to ensure everyone knows what to do if an incident occurs?
2. CSM Guerra mentions many resources, how do you use these SHARP resources effectively? How do senior leaders properly prepare their subordinates to respond to sexual assault/harassment incidents?
3. Senior leaders are responsible for creating and maintaining command climate and culture. What can you do at your organization to develop conditions that prevent or mitigate incidents of sexual assault or harassment?

“Esprit de Corps”

[Watch “Esprit de Corps” – 12:27 to 15:08]

1. What does CSM Guerra mean by “you’ll be part of the team on your own merit”? What can new Soldiers do to become part of a team? Why is it important to fit in?
2. Why is it important to build cohesive teams?
3. What special challenges do Soldiers of a different gender have in a unit where they are the minority? How can unit leaders aid those Soldiers in becoming fully accepted members of the team?

“Stewardship: Taking Care of Our Future Leaders”

[Watch “Stewardship: Taking Care of Our Future Leaders” – 15:08 to 16:38]

1. What can the Army Profession do better in handling these and other issues? Are we doing everything that we can?
2. How do incidents of sexual assault/harassment harm the Army Profession? How does mishandling of these matters harm both the victim and the Army Profession?
3. What does this say about the importance of strength of character and resiliency in our Army?
4. What was the key decision point (or points) in this incident from a personal perspective? How about from a unit perspective?
5. How do we take this information and apply it in our organizations? How much importance does this place on your unit professional development programs?
6. **FOR COMMANDERS AND SENIOR NCOS:**
 - a. How do your actions (good or bad) as commanders or leaders teach future leaders in how to respond to these situations?
 - b. What was the key decision point (or points) in this incident from a command perspective?
 - c. What are the provisions of UCMJ/MCM and Army regulations/policy to both support the sexual assault victim and apply justice to violators of our professional trust?

- d. Why is it so important to thoroughly investigate any allegation of sexual harassment or sexual assault?
- e. What are your responsibilities to protect the rights of the accused perpetrator?
- f. How do we handle media inquiries in these matters?
- g. What are the outside resources to assist you in these matters?

AAR/CHECK ON LEARNING

Personal Vignettes and Takeaways

Facilitator asks students to share any personal vignettes and takeaways from the module.

It is important for the group to relate to this story on a personal level. Conclude the module emphasizing the significance of CSM Guerra's story. Soldiers should walk away with a better understanding of the decision point, and be able to convey the importance of the decision-making process to Soldiers in their unit. Although it is not directly addressed in this case study, but is vitally important is for commanders and leaders to know, what are the various provisions of UCMJ and how it supports good order and discipline in units and can be used to both support sexual abuse victims and punish violators of our professional trust.

Upon concluding, the following questions are useful for determining learning and promoting reflection:

Learning	Q – What did you learn from listening to the reactions and reflections of other Soldiers/civilians? Q – What are the future implications of this information and / or experience?
Reflection	Q – How do you feel / what do you think about what you learned? Q – What will you do with your new information? Q – How can you apply this experience to better develop yourself and your fellow professionals?